MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

DHR5014 – HUMAN RESOURCE MANAGEMENT

(Diploma Students Only)

5 JULY 2023
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 6 pages with 2 sections only.
2. Attempt **ALL** questions.
3. For **Section A**, please shade your answers on the OMR form provided.
4. For **Section B**, please write your answers in the Answer Booklet provided.

SECTION A: Multiple Choice Questions [20 Marks]

1. _____ involves setting work standards, assessing the employee's actual performance relative to those standards, and providing feedback to the employee.
   A. Performance management
   B. Performance analysis
   C. Performance target
   D. Performance appraisal

2. Which of the following is **NOT** one of the recommended guidelines for setting effective employee goals?
   A. Implement punishments for employees who failed to meet their goals.
   B. Develop specific goals.
   C. Encourage employees to participate in setting goals.
   D. Assign measurable goals.

3. In most organisations, who is mainly responsible for appraising an employee's performance?
   A. Human resource manager.
   B. Employee's direct supervisor.
   C. Employee's peers.
   D. Rating committee.

4. Wilma, the human resource manager of Sun Suria Sdn. Bhd. is designing a performance appraisal system for her organisation. She is integrating a tool, which requires managers to categorise employees from the best to worst on various traits. Wilma is most likely using the _____.
   A. graphic rating scale
   B. electronic performance monitoring
   C. alternation ranking method
   D. critical incident method

5. Dylan is a hardworking employee, but most of his co-workers think that he is unfriendly. Due to this, Dylan's superior rated him very low on the traits "gets along well with others" and "quality of work." Which one of the following problems has most likely affected Dylan's performance appraisal?
   A. Central tendency.
   B. Halo effect.
   C. Stereotyping.
   D. Recency effect.

Continued ...

6. Which one of the following terms refers to indirect financial payments?
   A. Vacations.
   B. Commissions.
   C. Wages.
   D. Incentives.

7. The _____ of motivation states that people are strongly motivated to maintain a balance between what they perceive as their inputs or contributions, and their rewards.
   A. expectancy theory
   B. equity theory
   C. two-factor theory
   D. needs theory

8. Hakim, a sales manager at Intel, recently found out that an Intel production manager with comparable responsibilities and spans of control earns a higher salary than Hakim. Which one of the following forms of equity is of most concern to Hakim?
   A. External.
   B. Internal.
   C. Individual.
   D. Procedural.

9. Reena was recently offered a position as the vice president of marketing at a multinational firm. As a top executive at the firm, Reena will most likely be compensated with all of the following **EXCEPT** _____.
   A. stock options
   B. executive perks
   C. sales commissions
   D. bonuses

10. An organisation that uses a competency-based pay system compensates its employees for all of the following **EXCEPT** _____.
   A. behaviours
   B. knowledge
   C. job title
   D. skills

11. A management approach based on improving work methods through observation and analysis is known as _____.
   A. management by objectives
   B. scientific management
   C. strategic management
   D. impression management

Continued ...

12. According to Frederick Herzberg, motivator factors, such as _____ satisfies the higher-level needs of an employee.
    A. pay
    B. challenging work
    C. work environment
    D. supervisor quality

13. _____ is any salary increase that the organisation provides to an individual employee based on his or her individual performance.
    A. Bonus
    B. Variable pay
    C. Piecework plan
    D. Merit pay

14. Mr. Tan is a line manager at a manufacturing firm. Which of the following methods he should most likely **NOT** use to motivate his subordinates?
    A. Use positive reinforcements at work daily.
    B. Recognise subordinates' contributions.
    C. Encourage subordinates to earn more overtime pay.
    D. Get agreement on performance goals with subordinates.

15. Pay for time not worked is also known as _____.
    A. supplemental pay benefits
    B. organisation-specific benefits
    C. employer preferred benefits
    D. direct benefits

16. Steve works as a marketing executive in a hotel. He is viewed as a reliable and competent employee. During the COVID-19 pandemic, Steve's hotel reduced its workforce and Steve was let go without the expectation of being called back. Which one of the following would most likely provide Steve with benefits?
    A. Group life insurance.
    B. Worker's compensation insurance.
    C. Medical insurance.
    D. Unemployment insurance.

17. Many employers use _____ that lump together sick leave, vacation, and personal days to reduce employee absences.
    A. annual leave banks
    B. pooled paid leave plans
    C. time-off procedures
    D. accumulated leave accounts

Continued ...

18. Which one of the following provides income and medical benefits to employment-related accident victims or their dependents, regardless of fault?
    A. Severance pay.
    B. Medical insurance.
    C. Mental health screening.
    D. Worker's compensation.

19. Some companies provide _____ to enable employees to balance their job and family responsibilities.
    A. counselling services
    B. work-life benefits
    C. medical leaves
    D. pension plans

20. Anne chose to work from 7.30 a.m. to 3.30 p.m. so that she could be home when her children finish school in the afternoons. Her company must offer _____ for Anne to have this option.
    A. flextime
    B. telecommuting
    C. job sharing
    D. shift work

(Total: 20 marks)

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SECTION B: Structured Questions [80 Marks]

QUESTION 1

(a) *Selecting the right employee is important for an organisation*. State and explain **FOUR (4)** reasons that support the statement. (8 marks)

(b) Briefly explain **TWO (2)** reasons for performing background investigations or reference checks before selecting a job candidate. (2 marks)

> You are the human resource manager of Four Seasons Hotel. You have been assigned to propose appropriate selection tools or tests for the Event Coordinator position. Based on the job analysis, the potential candidate should fulfil several criteria, which include the following:
>
> - Able to develop creative ideas and themes for events.
> - Good knowledge in event management.
> - Design set-up elements such as backdrops, props, and decorations.
> - Proactively handle any arising issues and troubleshoot any emerging problems on the event day.
> - Excellent leadership potential that demonstrates outstanding management, communication, and presentation skills.

Scenario 1

(c) Based on Scenario 1, state and explain **FIVE (5)** types of selection tools or tests that you would suggest for the Event Coordinator position. Support your answers with the evidence from Scenario 1. (10 marks)

(Total: 20 marks)

QUESTION 2

(a) State and explain any **THREE (3)** types of questions that interviewers ask during an interview. Give **ONE (1)** example for each type of question. (9 marks)

(b) State and explain any **THREE (3)** methods that employers usually use to conduct interviews. (6 marks)

(c) List any **FIVE (5)** errors that can undermine an interview's usefulness. (5 marks)

(Total: 20 marks)

Continued ...

QUESTION 3

(a) Describe any **FOUR (4)** strategies that trainers can use to design a training programme that makes the learning meaningful. (8 marks)

(b) Explain 'vestibule training.' Provide **ONE (1)** example of a job that may require vestibule training. (5 marks)

> You are the human resource manager of IBM Malaysia. One of your responsibilities is to explain to the line managers in your firm about the importance of conducting training needs analysis. You need to alert them that training is not the solution for all underperforming employees. Therefore, line managers should conduct performance analysis of current employees very carefully to distinguish between 'can't do' and 'won't do' problems.

Scenario 2

(c) Based on Scenario 2, explain the differences between **'can't do'** and **'won't do'** problems that a line manager may identify during a performance analysis. (7 marks)

(Total: 20 marks)

QUESTION 4

(a) State the **FIVE (5)** intercountry differences that influence international HR practices. (5 marks)

(b) Explain the following types of international staffing. Give **ONE (1)** example for each.

i. Home-country nationals (2 marks)
ii. Host-country nationals (2 marks)
iii. Third-country nationals (2 marks)

(c) Briefly describe any **THREE (3)** types of family and personal problems that an expatriate may encounter during an international work assignment. (3 marks)

(d) State and explain the **THREE (3)** types of incentives that employers offer to encourage the employees to accept international assignments. (6 marks)

(Total: 20 marks)

End of Paper